



**Defense Travel  
Management Office**

# **Defense Travel Management Office FY 2010 – FY 2011 Strategic Plan Update**

*This document is an addendum to the Defense Travel Management Office's (DTMO) Strategic Plan, dated December 2009. It identifies initiatives that have been completed, placed on hold, removed, and revised and provides a brief summary of new initiatives identified for FY 2011.*

## **Strategic Goal 1: Balance Customer and Stakeholder Satisfaction**

Strategic Objectives	Strategic Initiatives
• Ensure Cost-Effectiveness of the Travel Enterprise	<ul style="list-style-type: none"> <li>Analyze and Report DoD Travel Spend (<i>No Change</i>)</li> <li>Improve Management of Centrally Billed Accounts (<i>No Change</i>)</li> </ul>
• Determine Fair and Equitable Allowances for the Total Force	<ul style="list-style-type: none"> <li>Automate Allowance Survey Instruments (<i>No Change</i>)</li> </ul>
• Manage and Respond to Customer Demand for Products and Services	<ul style="list-style-type: none"> <li>Conduct a Customer Needs Assessment (<i>No Change</i>)</li> <li>Expand Customer Satisfaction Program (<i>No Change</i>)</li> <li>Establish a Conference Management Program (<i>Removed</i>)</li> <li>Determine Requirements and Explore Feasibility of Implementing Additional Travel Support Services (e.g., Executive Travel Desk, Parking, Lodging) (<i>On Hold</i>)</li> </ul>
• Provide Comprehensive 24/7 Travel Assistance	<ul style="list-style-type: none"> <li>Transfer Knowledge of Regulatory Implementation &amp; Allowances to the Travel Assistance Center (TAC) (<i>Completed</i>)</li> </ul>

## Strategic Goal 2: Serve as the DoD Center for Travel Excellence

Strategic Objectives	Strategic Initiatives
<ul style="list-style-type: none"> <li>• Set Strategic Direction for Commercial Travel</li> </ul>	<ul style="list-style-type: none"> <li>• Travel Transformation/NextGen (Ties in Policy Reengineering, Policy Compliance, Green Travel, and any other effort that supports transformation to the next generation of travel services) <i>(Revised)</i></li> <li>• Institutionalize DTMO through the Issuance of a DoD Directive or Initiative <i>(No Change)</i></li> </ul>
<ul style="list-style-type: none"> <li>• Transform Travel Policy and Processes</li> </ul>	<ul style="list-style-type: none"> <li>• Develop and Execute a Comprehensive Plan to Simplify Defense Travel Policy <i>(No Change)</i></li> </ul>
<ul style="list-style-type: none"> <li>• Track Travel Policy Compliance</li> </ul>	<ul style="list-style-type: none"> <li>• Develop a Compliance Program Framework <i>(No Change)</i></li> </ul>
<ul style="list-style-type: none"> <li>• Develop a Knowledgeable Travel Community</li> </ul>	<ul style="list-style-type: none"> <li>• Develop Training Resources to Support New DTS Functionality <i>(Completed)</i></li> <li>• Plan and Conduct Travel Seminars <i>(No Change)</i></li> </ul>
<ul style="list-style-type: none"> <li>• Optimize Travel Enablers</li> </ul>	<ul style="list-style-type: none"> <li>• Transition DTS to Full Operational Capability (FOC) <i>(Completed)</i></li> <li>• Collaborate with the Business Transformation Agency and PMO-DTS to Determine DTS Operations and Sustainment (O&amp;S) Acquisition Strategy <i>(Removed)</i></li> <li>• Integrate Stakeholders and Functions Required to Deploy New DTS Functionality <i>(Removed)</i></li> </ul>

## Strategic Goal 3: Manage the DoD Travel Enterprise

Strategic Objectives	Strategic Initiatives
<ul style="list-style-type: none"> <li>• Apply Best Practices and Leverage Partnerships with Industry and Other Federal Agencies</li> </ul>	<ul style="list-style-type: none"> <li>• Monitor Performance and Enhance Reporting for Car/Truck and, Military Bus Programs, Premium Class Travel, Unused Tickets and CTO Services (<i>No Change</i>)</li> <li>• Update and Enhance Rental Car and Military Bus Agreements (<i>No Change</i>)</li> <li>• Consolidate and Streamline DoD Requirements for Acquiring CTO Services Worldwide (<i>No Change</i>)</li> <li>• Develop and Execute Plan to Realign Contract Management (<i>No Change</i>)</li> <li>• Plan and Conduct Government Travel Charge Card Pilots (<i>No Change</i>)</li> <li>• Implement an Enterprise Content Management System (<i>No Change</i>)</li> </ul>
<ul style="list-style-type: none"> <li>• Develop a Decision Support Capability</li> </ul>	<ul style="list-style-type: none"> <li>• Expand and Manage a Single Source of Travel Data (<i>No Change</i>)</li> <li>• Develop Enterprise-wide Dashboards to Support Executive-Level Decision-Making (<i>On Hold</i>)</li> </ul>
<ul style="list-style-type: none"> <li>• Improve Human Capital and Facilities Management Practices</li> </ul>	<ul style="list-style-type: none"> <li>• Execute Plan to Meet DoD In-Sourcing Objectives (<i>No Change</i>)</li> <li>• Develop an Internal Communications Plan (<i>Completed</i>)</li> <li>• Implement BRAC 133 and 142 (<i>New</i>)</li> </ul>
<ul style="list-style-type: none"> <li>• Deliver Proactive and Targeted Communications</li> </ul>	<ul style="list-style-type: none"> <li>• Develop Marketing and Communications Products in Support of Allowances (COLA, BAH), Travel Assistance Center, and Rental Car/Truck Program (<i>No Change</i>)</li> <li>• Redesign and Launch New Website (<i>No Change</i>)</li> </ul>

## SUMMARY OF INITIATIVES COMPLETED

- **Transfer Knowledge of Regulatory Implementation & Allowances to the Travel Assistance Center (TAC) (*Completed*)** – DTMO expanded the capability of the TAC to include assistance with questions related to the regulatory implementation of travel, transportation, and other authorized allowances. This initiative was completed February 2010.
- **Develop Training Resources to Support New DTS Functionality (*Completed*)** – DTS is currently in sustainment mode, and no new functionality will be deployed. Training will continue to be updated on an ongoing basis, based on new policy, processes, and software updates.
- **Transition DTS to Full Operational Capability (FOC) (*Completed*)** – FOC for DTS was declared in March 2010.
- **Develop an Internal Communications Plan (*Completed*)** – DTMO developed internal communications recommendations in August 2010. Recommendations will be implemented incrementally depending on resources and specific communication needs.

## SUMMARY OF INITIATIVES ON HOLD/REMOVED

- **Establish a Conference Management Program (*Removed*)** – This initiative has been removed due to resource constraints. DTMO will continue to perform conference-related planning functions (e.g., secure booth space and ship materials, conference attendance, conference ROI/after action reports)
- **Determine Requirements and Explore Feasibility of Implementing Additional Travel Support Services (e.g., Executive Travel Desk, Parking, Lodging) (*On Hold*)** – Initial analysis complete. DTMO will supplement analysis with findings from the customer needs assessment to determine best way forward.
- **Integrate Stakeholders and Functions Required to Deploy New DTS Functionality (*Removed*)** – This initiative has been removed since DTS is in sustainment mode.
- **Collaborate with the Business Transformation Agency and PMO-DTS to Determine DTS Operations and Sustainment (O&S) Acquisition Strategy (*Removed*)** – With the declaration for FOC, focus on system sustainment, and the planned elimination of the Business Transformation Agency, DTMO will develop and execute a plan to transition full oversight of DTS to DTMO.
- **Develop Enterprise-wide Dashboards to Support Executive-Level Decision-Making (*On Hold*)** – Effort on hold until centralized data is available to support dashboard displays.

## SUMMARY OF REVISED/NEW INITIATIVES

- **Travel Transformation/NextGen (*Revised*)** – Formerly *Develop a Strategy for the Next Generation of Travel Services*. Ties in Policy Reengineering, Policy Compliance, Green Travel, and any other effort that supports transformation to the next generation of travel services.
- **Implement BRAC 133 and 142 (*New*)** – Execute BRAC directed moves to Scott AFB and Mark Center facilities. Aligns with – Goal: Manage the DoD Travel Enterprise, Objective: Improve Human Capital and Facilities Management Practices.